ANNUAL INVESTOR CONFERENCE 2015

8th June 2015, Mumbai
KEC International Limited

A 1.3 BILLION DOLLAR GLOBAL INFRASTRUCTURE EPC MAJOR
KEC executed one of the most prestigious river crossing projects in West Bengal involving tower construction in mid river and along the shore.

The height of individual river crossing tower is 775 feet which is about 75% of the height Eiffel Tower.
A landmark project for KEC, 765 GIS at Thiruvalam, South India

Among the First few in India!
AN INDIAN MULTINATIONAL INFRASTRUCTURE EPC MAJOR

EPC MAJOR
An Indian multinational Infra EPC major
Flagship company of the RPG group
Over 7 decades of experience
Presently executing 100+ projects

BUSINESS PORTFOLIO
Leader in Power Transmission EPC
Growing presence in Power T&D, Cables, Railways, Water and Solar EPC

MULTI-LOCATIONAL MANUFACTURING
8 Manufacturing facilities across India, Brazil and Mexico
Manufactures Towers, Cables, Poles and Hardware

GLOBAL PRESENCE
Spread across 6 continents
Footprints in 61+ Countries
Currently operating in 30+ countries
~52% sales from outside India

GLOBAL SOURCING
Material
Working capital funding
Equipment
Manpower

GLOBAL WORKFORCE
5,200+ employees
23% non Indians
Diverse nationalities
## PERFORMANCE HIGHLIGHTS – FY15

### FINANCIAL HIGHLIGHTS
- Sales for the year increased by 7.2% to Rs 8,468 cr.
- EBITDA is at Rs. 512 cr an increase of 3.8% Y-O-Y
- Order intake is at 8223 cr which is spread across all the businesses and geographies
- Robust order book of Rs 10,370 cr.

### BUSINESS HIGHLIGHTS
- Improvement in profits in T&D and Cables
- Closed large number of legacy projects in Infra & distribution businesses
- SAE Loan re-financing completed
- Good order intake from PGCIL
- Increased focus on substation business with order wins of ~Rs 1100 cr
- Secured large orders in Saudi & SEBs.
- Good orders win from Private players

### OTHER KEY HIGHLIGHTS
- Continuing with asset light model. No exposure in BOO/BOOT project
- Thane freehold land sale transaction completed & Telecom Tower business deal signed. Improving the debt leverage ratios
- Two prestigious awards from PGCIL—Best Transmission Line Contractor (large) & Special Prize for helping PGCIL in restoring Power to New Delhi
- Third time in a row, Jaipur plant won ‘Best employer-2013’ in large scale industries
- Jabalpur unit received Outstanding Achievement Award
## Ability of Citizens to Pay
- Growing middle class population
- Focus on better quality of life

## Government Policies
- Land acquisition and Right of Way
- Environmental clearances
- Payment security of PPP projects
- Financial health of distribution companies
- Stable tax policies
- Infrastructure planning

## Funding Availability
- Multilateral agencies funding (JICA, AfDB, EBRD, World Bank, ADB etc.)
- Increasing private sector participation
- FDI
- Cost of capital
GROWTH ENABLERS - KEC

STRONG INDUSTRY FUNDAMENTALS

- Power, Railways and Water: Basic infrastructure needs for economic development and key focus areas of new Government
- Each of our business has large global potential

STRONG BALANCE SHEET

- Superior working capital management
- Ability to grow through internal accruals; no equity dilution in last 15 years+
- Credit Rating: A+ & A1
- Ability to borrow for growth

DIVERSIFIED PRESENCE

- Well balanced business portfolio
- Global presence: Ability to secure business from across the world
- Presence in developing markets as well as developed markets
Focus on timely execution of projects and build capabilities

Expanding our cabling EPC by utilizing Vadodara factory

Gradually move closer to T&D business margins

Focus on margin improvement; closure of legacy projects

Robust risk management

Strengthen processes: Move from people driven to system driven co.

M&A: Proven track record; look for opportunistic acquisition

Consolidate and grow presence in existing businesses

Expand the substations business. Already secured orders of Rs 1100 cr in FY15

Enter new countries every year

Strengthen presence in SAARC & S E Asia

Received 5 EPC orders in Brazil & Mexico combined. Plans to grow EPC presence in the Americas

Focus on timely execution of projects and build capabilities

Expanding our cabling EPC by utilizing Vadodara factory

Gradually move closer to T&D business margins
TO SUM UP..

KEC HAS ALL THE KEY ENABLERS AND STRATEGIES IN PLACE TO CAPTURE THE GROWTH OPPORTUNITIES IN THE MULTI-BILLION DOLLAR GROWING INFRASTRUCTURE SECTOR
India’s leading tyre company with over 50 yrs of presence

Distribution Network: 3500+ dealers, 300+ exclusive CEAT franchisees

3 Manufacturing facilities - Bhandup, Nasik & Halol

90 countries where products are sold

#No 1 player in Sri Lanka in terms of market share
Strong OEM Presence
Strategic Drivers

- Profitable growth
- Emerging markets
- Exports

Passenger segment

- Strong Brand Recall
- Distribution Network
- OEM relationships

- Proven Model in Sri Lanka
- Replicate in Bangladesh

- Competitive Advantage
- CEAT Global Brand

Note
1. Consists of Two Wheeler, Passenger Cars and Utility Vehicles sub segments
Passenger Segment: Creating Strong Brand Equity

“Be Idiot Safe”

“Tubeless Bike tyre”

“Pakka Bharosa” CEAT SUV Campaign

Official Strategic Timeout Partner
Passenger Segment: Pan India Distribution Network

- 3500+ dealers
- 300+ CEAT Franchisees (Shops + Hubs)
- 250+ two-wheeler distributors

<table>
<thead>
<tr>
<th>FY12</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of CEAT Shops</td>
<td></td>
</tr>
<tr>
<td>102</td>
<td>176</td>
</tr>
<tr>
<td>212</td>
<td>464</td>
</tr>
</tbody>
</table>
Passenger Segment: Pan India Distribution Network

New distribution model

- Developed MBO / SIS model in the last 2 years
- Over 250 outlets so far
Passenger Segment: Increasing OEM Presence

- **Recent additions**
  - Honda: Scooter tyres
  - Yamaha: Motorcycle radial tyres in premium bike model
  - Renault: Fuel efficient tyres with Kwid model

- **Strengthened relationships with existing OEMs**
  - Increased share of business with mainly passenger car OEMs
  - Entered into new models with existing OEMs
  - Partner of choice for many 2 wheeler OEMs
Passenger Segment: Investing in Research & Development

- State of the art R&D facility set up in Halol plant in 2011
- Introduced around 100 new products/variants in FY15
  - Indian Design Mark Award recipient
  - Motorcycle radial tyres in premium bike models
  - Low rolling resistant (fuel efficient) tyres
- Motocross tyres launched first time in Pune race & rated well by professionals
- Research focused on new product development, alternate materials & green tyres
- Partnerships with institutes of global repute such as Indian Institute of Technology
Passenger Segment: Performance

**Revenue**

- **Motorcycles (Rs Cr)**
  - FY 11: 363
  - FY 12: 525
  - FY 13: 639
  - FY 14: 899
  - FY 15: 1,259

  4 yr CAGR 36%

- **PC / UV (Rs Cr)**
  - FY 11: 146
  - FY 12: 284
  - FY 13: 376
  - FY 14: 476
  - FY 15: 567

  4 yr CAGR 40%

**Capacity**

- 2x expansion in 2/3 wheeler and 2.5x expansion in PCR / UCR segment from the existing capacities
- Mix of in-house vs outsourced production

**Brand** + **OEM** + **Distribution** + **R & D**

Emerging Markets: Performance

**Revenue (SLR mn)**

- FY12: 4,357
- FY13: 4,553
- FY14: 4,889
- FY15: 4,729

**EBITDA\(^1\) (SLR mn) & EBITDA Margin (%)**

- FY12: 532
- FY13: 759
- FY14: 983
- FY15: 1,090

**EBITDA Margin (%)**

- FY12: 12%
- FY13: 17%
- FY14: 20%
- FY15: 23%

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**Sri Lanka**

- 50% JV with Kelani Tyres Ltd
- Strong presence in the truck, light truck, 2 / 3 wheeler and radial tyre segments
- Two manufacturing facilities with total capacity\(^2\) of 61 MT/day
- Only company with local presence supported by brand, network & strong after sales service

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**Bangladesh**

- 70:30 JV with AK Khan & Company Ltd with the aim to cater to local and eastern part of Indian market
- Setting up a manufacturing plant with an initial capacity of 65 MT/day
- Ongoing seed marketing campaign to prepare for product launch
- Imports from Bangladesh to India enjoy zero basic customs duty

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**Notes**

1. EBITDA = Profit before taxation + Depreciation and Amortization Exps + Finance Costs
2. Capacity refers to achievable capacity
Export Market: Performance

Exports trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Exports (Rs Cr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>477</td>
</tr>
<tr>
<td>FY11</td>
<td>618</td>
</tr>
<tr>
<td>FY12</td>
<td>997</td>
</tr>
<tr>
<td>FY13</td>
<td>1,091</td>
</tr>
<tr>
<td>FY14</td>
<td>1,074</td>
</tr>
<tr>
<td>FY15</td>
<td>978</td>
</tr>
</tbody>
</table>

FY15 Export sales break-up

- Middle East, 29%
- South East Asia, 24%
- Africa, 18%
- South America, 17%
- Others, 12%

Improved market share from last year
CEAT: Growing Profitable Market and Product Mix

5 yr CAGR %

- 15%
- 25%
- 48%

Sales (Rs Cr)
- FY 10: 2,850
- FY14: 5,508
- FY15: 5,755

Passenger Segment, Emerging Markets & Exports
- 33%
- 48%
- 52%

Others
- 67%
- 52%
- 48%

“Strategic Focus Areas”
- Higher margin business
- Contributes 52% sales for FY15 compared to 33% in FY10
- Growing at higher rate of 25% CAGR

EBITDA (Rs Cr)
- FY 10: 311
- FY14: 658
- FY15: 681

Note:
# 50% of CEAT Sri Lanka sales are considered
Zensar at a Glance

- **22.5%**
  Revenue CAGR over the past 5 years

- **2,628 Cr***
  FY15 Revenue

- **265 Cr***
  FY15 PAT

- **220+**
  Annuity customers

- **8,174**
  Employees

- **29**
  Global locations

- **13%**
  Overall Attrition
  Best in Industry

- Acquired in August 2014

*in INR
### The year that was...

<table>
<thead>
<tr>
<th>INR Cr</th>
<th>FY15</th>
<th>FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2,628</td>
<td>2,316</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>779</td>
<td>720</td>
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<tr>
<td></td>
<td>29.6%</td>
<td>31.1%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>364</td>
<td>340</td>
</tr>
<tr>
<td></td>
<td>13.9%</td>
<td>14.7%</td>
</tr>
<tr>
<td>PAT</td>
<td>265</td>
<td>238</td>
</tr>
<tr>
<td></td>
<td>10.1%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

- **13.5% YoY growth**
- **Double-digit profitability continued**
Conscious efforts to increase deal size resulting in increased ‘Million Dollar’ customers

### Million Dollar Clients FY15

<table>
<thead>
<tr>
<th>Million Dollar +</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Mn Dollar+</td>
<td>1</td>
</tr>
<tr>
<td>10 Mn Dollar+</td>
<td>3</td>
</tr>
<tr>
<td>5 Mn Dollar+</td>
<td>9</td>
</tr>
<tr>
<td>1 Mn Dollar+</td>
<td>75</td>
</tr>
</tbody>
</table>

### Million Dollar Clients trend

- **CAGR: 36.9%**
- **FY13**: 40
- **FY14**: 52
- **FY15**: 75

Healthy pipeline of US$ 600 Mn+ across both ETS and IM business.
Focus on Digital

Enhanced focus on ‘Digital Transformation’ led deals

**Digitization of Records through Crowdsourcing**

Cloud based PaaS Solution for Government and Business with high volume document based operations

### Partners for Digital

**Cloud**
- NaviSite
- Amazon Web Services
- Partner Network

**Social**
- Salesforce
- Radian6
- AikonLabs
- Germin8

**Analytics**
- BeyondCORE
- Mobius
- IntelliQ

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**Digital Revenue Contribution**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16E</th>
<th>FY17E</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>13%</td>
<td>16%</td>
<td>20%</td>
<td></td>
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</tbody>
</table>

**Focus on Digital Revenue Contribution**

- FY14: 5%
- FY15: 13%
- FY16E: 16%
- FY17E: 20%

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www.zensar.com | © Zensar Technologies 2015-16
PA Acquisition – Strengthened Retail Vertical

ATG is the ‘e-Commerce platform of choice’ for retail and amongst top 2 commercial platforms

Strengthens the digital and ecommerce capability and puts Zensar at forefront for Omni-Present commerce

PA is amongst the ‘top 3 Oracle ATG implementation specialists’

Makes Zensar the ‘Top Oracle Player’ in Tier 2 companies

82% of PA Revenue is from Retail clients
3x3x3 Focus

Industry
- Manufacturing
- Retail
- Insurance

Geographical Segment
- USA
- Europe
- Africa

Service offering
- Application Management
- Infrastructure Management
- Digital Enterprise
Strategic Objectives - FY18

- Retail and Ecommerce Revenue 25% of Zensar Revenue
- Digital revenue to be more than 20% of Zensar Revenue by FY18
- Infrastructure Business to deliver over 10% EBITDA
- Double Digit annual growth in Revenue and PBT for all business units

- Continued Focus on Triple Bottom line
Overview on Group Financials
RPG Group: Business Portfolio

USD 3 bn Global & diversified Indian business group

Presence in key sectors of economy
- Global presence in over 100 countries
- Employee strength of over 20,000 across geographies
- Global business of around 50%

TYRE

INFRASTRUCTURE

PHARMA

PLANTATIONS

POWER / TELECOM ANCILLARY
We shall be a leading Indian group with a focus on market capitalization through:

- Leadership in profitability and revenue growth in our chosen businesses
- Being a customer-centric organization
- Being the most exciting workplace
RPG Group: Values

Customer Sovereignty

- Organization’s responsiveness to the need of the customer
- Ability to deliver more than what the customer wants and expects

People Orientation

- Organization’s responsiveness to the needs of its employees
- Commitment to treat all employees fairly and to provide an environment which encourages and supports excellence.

Innovation & Entrepreneurship

- Organization’s attitude towards new ideas, risk taking and creativity.
RPG Group: Values

Transparency & Integrity
- Standards of ethics which are in place and are practised.
- Organization’s openness and honesty in dealings with employees and other stakeholders

Anticipation, Speed & Flexibility
- Organization’s ability to foresee or anticipate business opportunities or threats
- Speed of decision-making and the ability to adapt to an ever-changing environment

Passion for Superior Performance
- Organization’s desire to be the best
- Takes into account the employees’ commitment to excellence
RPG Group: Governance Structure

Management Board Members (MBM)
- Members: Chairman, CEOs, Group HR & Group Finance
- Purpose: Group level strategy decisions

Company Board of Directors
- Members: Chairman, MD & Independent Directors who are experts in various fields
- Purpose: Company specific strategy decisions, results review & regulatory related aspects

Business Review Board (BRB)
- Members: Chairman, Group HR, Group Finance, CEO & other Key Management Personnel of the companies
- Purpose: Strategic Planning, Annual Operating Plan & Business Performance Review

Centre Of Excellence (COE)
- Functional COEs for critical functions such as Finance, IT, Manufacturing, Legal / Secretarial etc
- Platform for Best practice sharing, leverage opportunities at group level, any common agenda discussed incl knowledge sharing
**RPG Group: Corporate Social Responsibility**

*Flagship program* of RPG focusing on Preventive, Promotive, Rehabilitative and Curative *Eye Care interventions* ranging from children to elderly.

Program seeks to address the social need gap by *impacting practical English fluency*, both spoken and reading, to children thereby enabling them towards future employability.

Program focuses on *empowering women by* breaking the stereotypes and paving a new path for them by giving enriched driving skills which will lead to gainful employment.

*A multi skill development* program focusing on alternate livelihoods training for women e.g. tailoring, nursing & technical skills and training and education for youth.
An integrated community project focusing on improving all round quality of life in the areas of clean drinking water, overall health and nutrition based interventions amongst others.

The National Digital Literacy Mission (‘NDLM’) has a vision to empower at least one person per household with digital literacy skills by 2020, Zensar has set up two NDLM Centres @ Hyderabad & Pune & Trained 41 students till date.

Udaan Biodiversity Park is Zensar’s flagship environment sustenance program. The 2 acre Udaan Biodiversity Park includes diverse flora and walking trails with informative signages for the benefit of students and visitors.

Waste Management, Awareness to public, Environment hygiene, Plastic Free Zones, Safe Agricultural Practices etc. are some of the commendable initiatives which have been undertaken by HML.
RPG Group: Key Financials

**Net Revenue (Rs Cr)**

- FY11: 10,839
- FY12: 13,944
- FY13: 15,788
- FY14: 17,614
- FY15: 18,593

**5 Y CAGR 15%**

**EBITDA (Rs Cr)**

- FY11: 943
- FY12: 1,121
- FY13: 1,250
- FY14: 1,690
- FY15: 1,732

**EBITDA / Interest**

- FY11: 3.6
- FY12: 2.8
- FY13: 2.9
- FY14: 3.5
- FY15: 3.6

**EBITDA %**

- FY11: 8.7
- FY12: 8.0
- FY13: 7.9
- FY14: 9.6
- FY15: 9.3

**5 Y CAGR 11%**

**PAT (Rs Cr)**

- FY11: 423
- FY12: 429
- FY13: 404
- FY14: 714
- FY15: 795

**5 Y CAGR 7%**

**Note:** EBITDA % is taken on Net Revenue.
RPG Group: Key Financials

Note:
1) CEAT QIP proceeds are not considered in Net Debt
2) Average Networth is taken for FY15 after adjusting QIP proceeds of CEAT
3) ROCE is calculated by taking Operating EBIT multiplied by (1 minus tax rate @ 33%) divided by Average Capital Employed
4) ROE is calculated by taking PAT divided by Average Networth
RPG Group: Market cap movements

Note: Market cap updated till 31st May 2015
RPG Group: FY15 Revenue breakup

Diversified group with core interests in Infra, Tyre, IT & Speciality
RPG Group: FY15 EBITDA breakup

- CEAT: 42%
- KEC: 29%
- ZENSAR: 22%
- Speciality: 8%
- RAYCHEM: 5%
- HML: 1%
- STSL: 0%
- RPG LS: 1%
## KEC International: Key Financials

**Net Revenue (Rs Cr)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>4,483</td>
</tr>
<tr>
<td>FY12</td>
<td>5,876</td>
</tr>
<tr>
<td>FY13</td>
<td>6,979</td>
</tr>
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<td>FY14</td>
<td>7,902</td>
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<td>FY15</td>
<td>8,468</td>
</tr>
</tbody>
</table>

**Net Worth (Rs Cr)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>947</td>
</tr>
<tr>
<td>FY12</td>
<td>1,108</td>
</tr>
<tr>
<td>FY13</td>
<td>1,147</td>
</tr>
<tr>
<td>FY14</td>
<td>1,192</td>
</tr>
<tr>
<td>FY15</td>
<td>1,330</td>
</tr>
</tbody>
</table>

**Net Debt (Rs Cr)**

<table>
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</table>

**Note:**
- EBITDA % is taken on Net Revenue
- ROE is calculated by taking PAT divided by Average Networth
CEAT: Key Financials

**Net Revenue (Rs Cr)**
- FY11: 3,631
- FY12: 4,675
- FY13: 5,052
- FY14: 5,554
- FY15: 5,802

**Net Worth (Rs Cr)**
- FY11: 653
- FY12: 678
- FY13: 785
- FY14: 1,029
- FY15: 1,416

**Net Debt**
- FY11: 5.8
- FY12: 1.272
- FY13: 926
- FY14: 1,006
- FY15: 630

**EBITDA (Rs Cr)**
- FY11: 4.5
- FY12: 165
- FY13: 274
- FY14: 438
- FY15: 658

**Note:**
1) CEAT QIP proceeds are not considered in Net Debt
2) Average Networth is taken for FY15 after adjusting QIP proceeds of CEAT
3) EBITDA % is taken on Net Revenue
4) ROE is calculated by taking PAT divided by Average Networth
# ZENSAR Technologies: Key Financials

## Net Revenue (Rs Cr)

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<td>1,153</td>
<td>1,794</td>
<td>2,128</td>
<td>2,335</td>
<td>2,656</td>
</tr>
</tbody>
</table>

CAGR 23%

## Net Worth (Rs Cr) & ROE

<table>
<thead>
<tr>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
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<tbody>
<tr>
<td>446</td>
<td>576</td>
<td>729</td>
<td>946</td>
<td>1,157</td>
</tr>
</tbody>
</table>

- ROE: 34% to 25%

## Net Debt & Net D/E (x) & Net Debt / EBITDA

<table>
<thead>
<tr>
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</table>

## EBITDA (Rs Cr) & EBITDA % & EBITDA / Interest

<table>
<thead>
<tr>
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<td>2,128</td>
<td>2,335</td>
<td>2,656</td>
</tr>
</tbody>
</table>

- EBITDA %: 14.6% to 14.7%

## Note:

- EBITDA % is taken on Net Revenue.
- ROE is calculated by taking PAT divided by Average Networth.

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**EBITDA**: 43.6, 249, 303, 358, 392

**Net D/E (x)**: 1.4, 1.0, 0.7, 0.2, 0.4

**Net Debt / EBITDA**: 0.5, 0.4, 0.3, 0.2, 0.2
THANK YOU